

ARMY PERFORMANCE IMPROVEMENT CRITERIA (APIC)

AN OVERVIEW

**Provided as information for the EEO
community of Training & Doctrine
Command**

**Note pages provide additional
information**

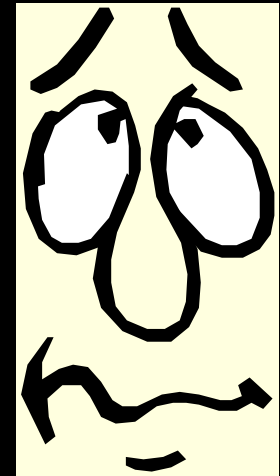
WHAT IS APIC?



**Based on Malcolm
Baldrige National
Quality Award**

**President's Quality
Award (PQA) is
Government's
Version**

**APIC is Army's
Version**



WHY APIC?

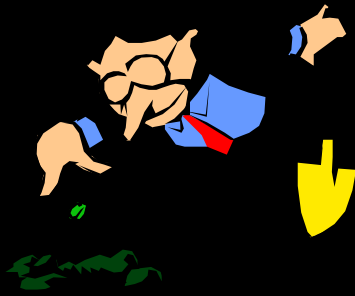
Gives organizational health and not just status

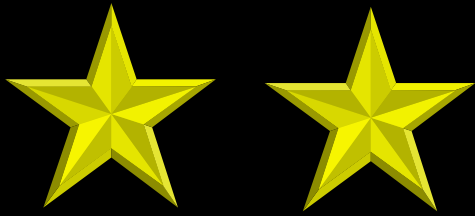
Demonstrates knowledge and not just data

Shows how one factor affects another through linkage

All components of a system evaluated

Invests in long-term improvement and is not reactive





LEADERSHIP CATEGORY 1



**Organizational
Leadership**

**Public Responsibility
and Citizenship**



ORGANIZATIONAL LEADERSHIP - 1.1

Senior Leadership Direction

- * setting, communicating, and deploying values/performance expectations**
- * creating value for customers and stakeholders**
- * communicating and deploying leadership structure to all**
- * encouraging empowerment, innovation, and employee learning**
- * setting direction and seeking future opportunities**

Organizational Performance Review

- * reviewing performance/capabilities**
- * translating findings into priorities for improvement**
- * deploying findings to suppliers/partners and key customers**
- * using findings to improve leadership effectiveness**

PUBLIC RESPONSIBILITY AND CITIZENSHIP - 1.2



Responsibilities to the Public

Current and potential impacts on the public of its products, services, and operations

Support of Key Communities

How the organization, leaders, and employees support and strengthen their key communities



STRATEGIC PLANNING - CATEGORY 2

Strategy Development



Strategy Deployment

STRATEGY DEVELOPMENT - 2.1



Factors for Consideration:

Customers

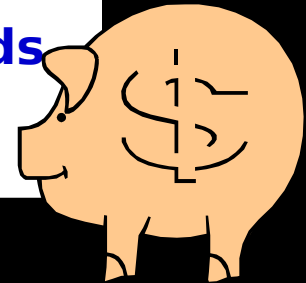
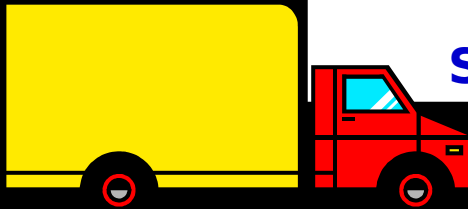
Competitive environment/capabilities

Financial/societal risks

Human resource capabilities

Operational capabilities and needs

Supplier/partner capabilities

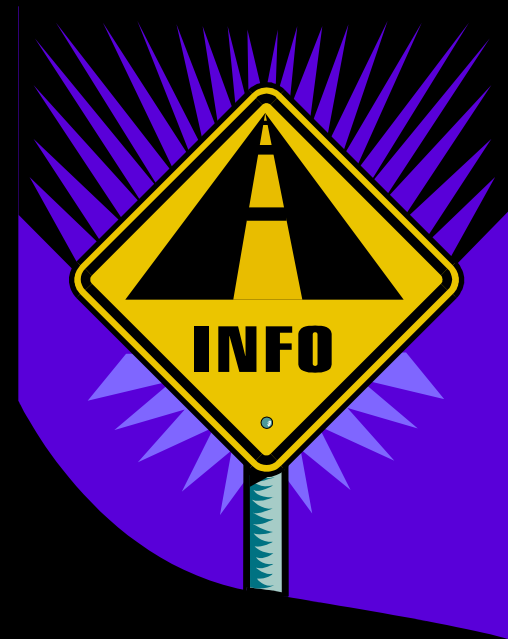


STRATEGY DEPLOYMENT - 2.2

**Strategic objectives translated
into action plans and deployed**

Human Resource Plan included

**Projection of the organization's
performance**



CUSTOMER FOCUS - CATEGORY 3

Who are your
external
customers?



Customer and
Market Knowledge

Customer Satisfaction
and Relationships



CUSTOMER AND MARKET KNOWLEDGE - 3.1



- Determine current and emerging customer requirements
- Recognize customers of competitors
- Tailor listening and learning to different customer groups
- Implement listening and learning strategies



CUSTOMER SATISFACTION AND RELATIONSHIPS - 3.2

Customer Relationships



**Customer
Satisfaction
Determination**



CUSTOMER RELATIONSHIPS

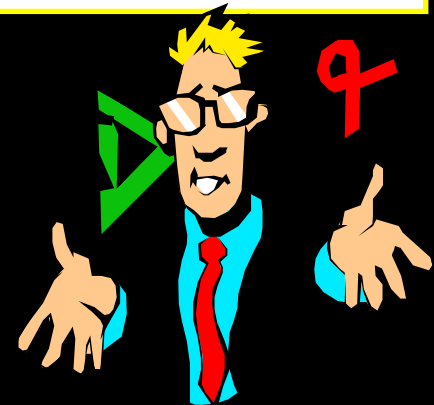


Access to information which enables customers to:

- 👉 **seek information and assistance**
- 🗨 **voice comments or complaints**

Managing Customer Complaints:

- 🗨 **prompt and effective resolution**
- 🗨 **build relationship with customers**
- 🗨 **evaluate and improve relationship**



CUSTOMER SATISFACTION DETERMINATION



Follow-up to receive feedback

Include competitors?

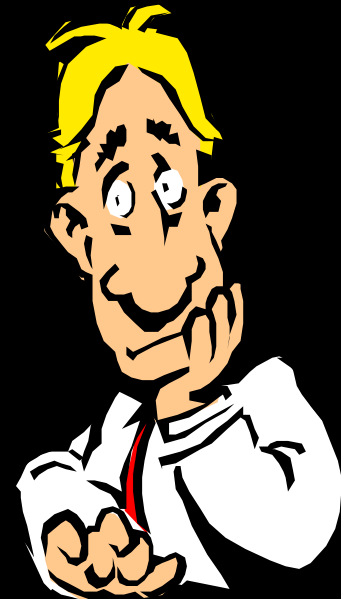




INFORMATION AND ANALYSIS CATEGORY 4

**Measurement of
Organizational Performance**

**Analysis of Organizational
Performance**





MEASUREMENT OF ORGANIZATIONAL PERFORMANCE - 4.1

Selection, management, use of data

**Major components of effective
performance measurement system**

**Competitive comparisons and
benchmarking selection and use**

**Keeping system current with changing
needs**



ANALYSIS OF ORGANIZATIONAL PERFORMANCE - 4.2



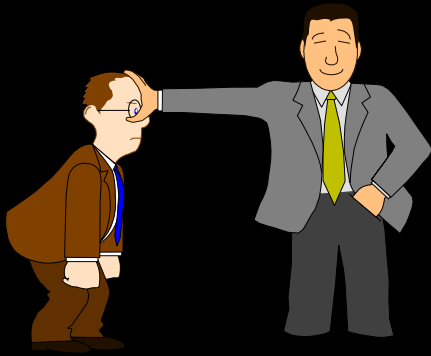
Organizational analysis of performance

Provides a sound analytical basis for decisions

Built around financial and non-financial information/data

Includes all parts of the organization

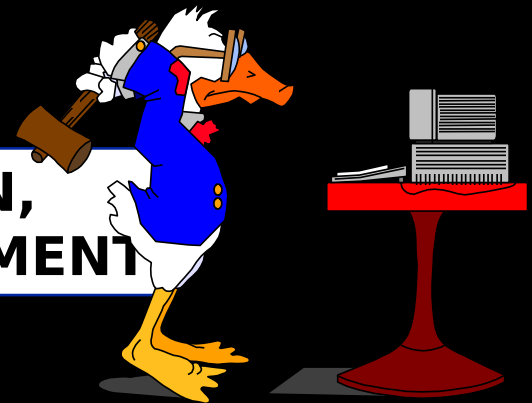
Translate review findings into an action agenda and deploy



HUMAN RESOURCE FOCUS CATEGORY 5

WORK SYSTEMS

**EMPLOYEE EDUCATION,
TRAINING, AND DEVELOPMENT**



**EMPLOYEE WELL- BEING
AND SATISFACTION**

WORK SYSTEMS

5.1



Work and job design

Compensation

**Employee performance
management**

Recognition





EMPLOYEE EDUCATION, TRAINING, AND DEVELOPMENT 5.2

How Education and Training:

- 😊 develops the work force
- 😊 are designed and delivered
- 😊 are reinforced and evaluated on the job

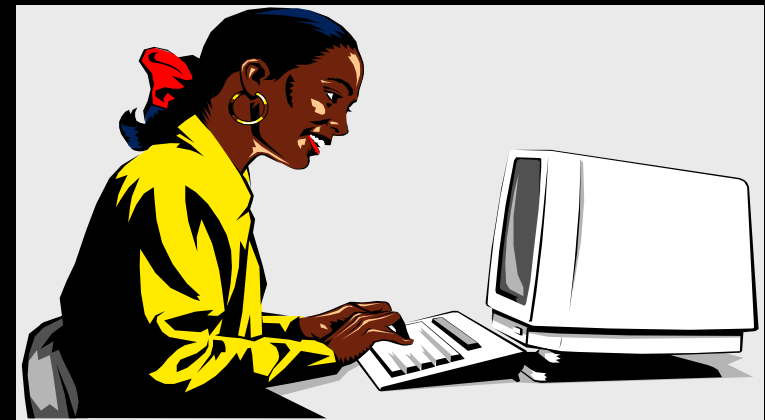




EMPLOYEE WELL-BEING AND SATISFACTION 5.3

OR

- **Work Environment**
- **Employee Work Climate**
- **Employee Satisfaction**



WORK ENVIRONMENT



**Addressing and improving workplace health,
safety, and ergonomic factors**

EMPLOYEE WORK CLIMATE™



Enhancing work climate via services, benefits, and policies

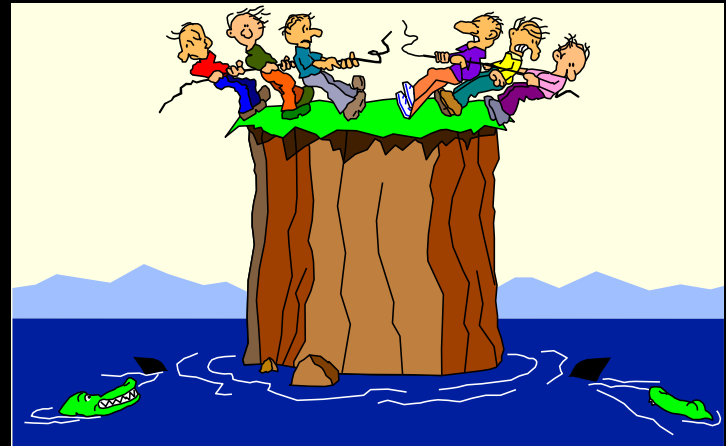
Considering and supporting needs of a diverse work force

EMPLOYEE SATISFACTION



**Determining employee well-being,
satisfaction, and motivation**

**Using data to identify improvement
priorities**



PROCESS MANAGEMENT -CATEGORY 6

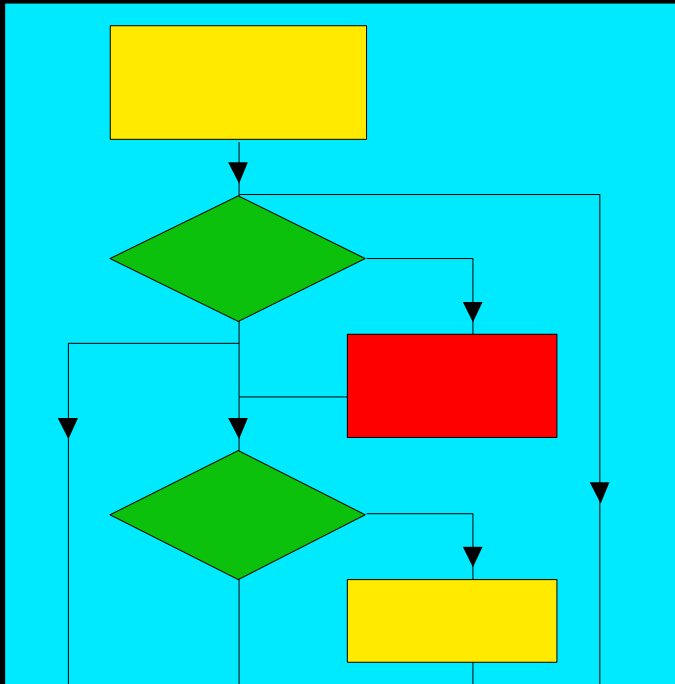
**Product and Service
Processes**



**Support
Processes**

**Supplier and
Partnering
Processes**

PRODUCT AND SERVICE PROCESSES - 6.1



**Design
Processes**

**Production/Delivery
Processes**

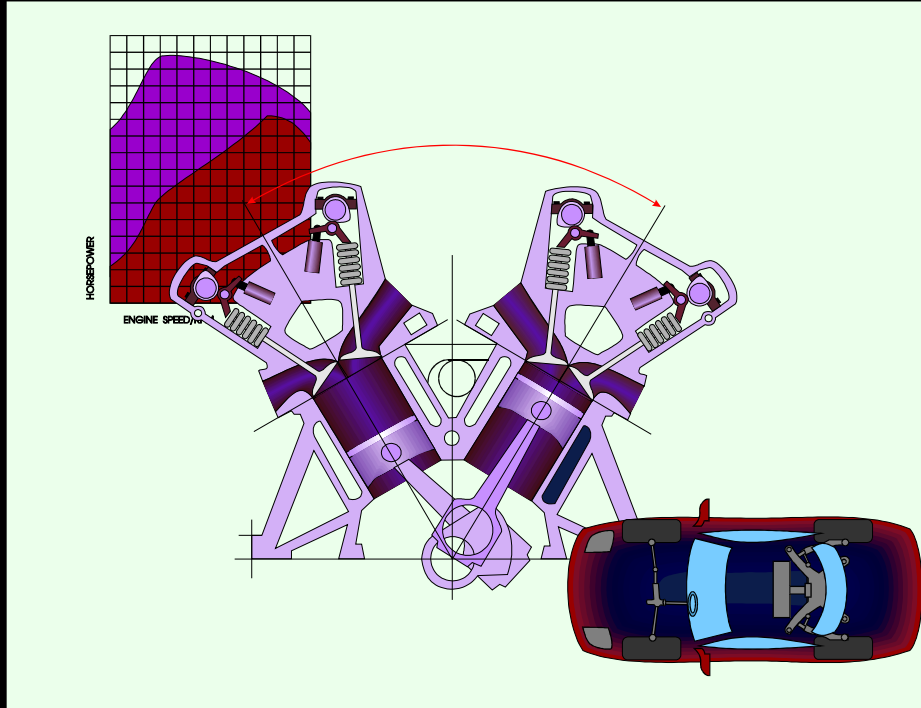
DESIGN PROCESSES

Aspects of Design

**Changing
customer/market
requirements**

**Designed to meet
customer, quality,
and operational
performance
requirements**

**Coordinated and
tested to ensure
trouble-free and
timely introduction
and delivery**



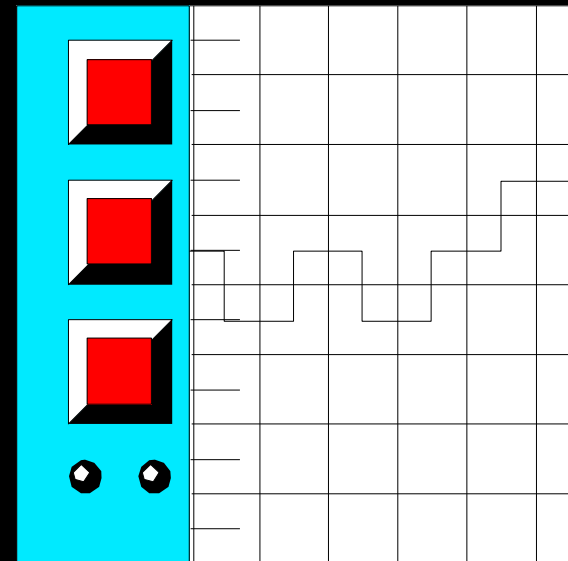
PRODUCTION/DELIVERY PROCESSES

Production/Delivery Processes

Describe key processes and their principal requirements

Performance determination and maintenance

Process for evaluation and improvement



SUPPORT PROCESSES - 6.2



Support Processes

**Determine key support
process requirements**

**Design to meet all the
key requirements**

**Improve performance
and share results**

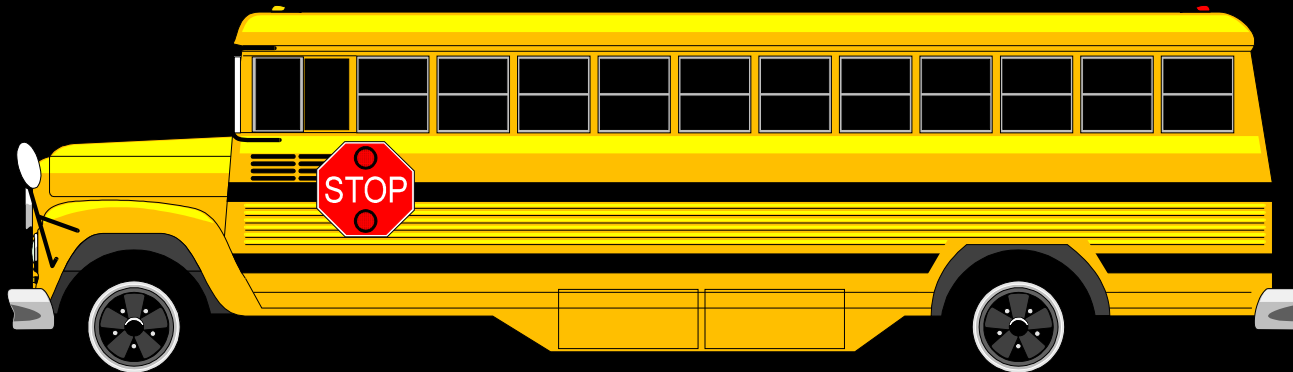
SUPPLIER & PARTNERING PROCESSES - 6.3

Supplier/Partnering Processes

Design, implement, operate, and improve relationship(s)

Key performance requirements

Plan to improve ability of suppliers to contribute to achieving your goals





BUSINESS RESULTS CATEGORY 7

Variety of Data
Importance of Data
Trends

Customer Focused Results

Financial Performance Results

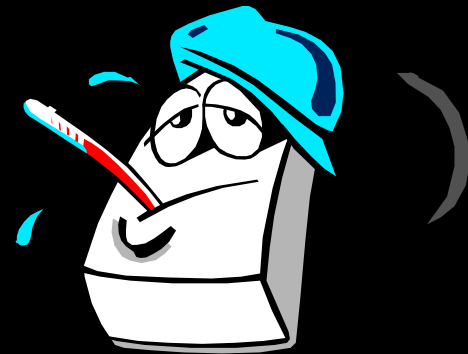
Human Resource Results

Supplier and Partner Results

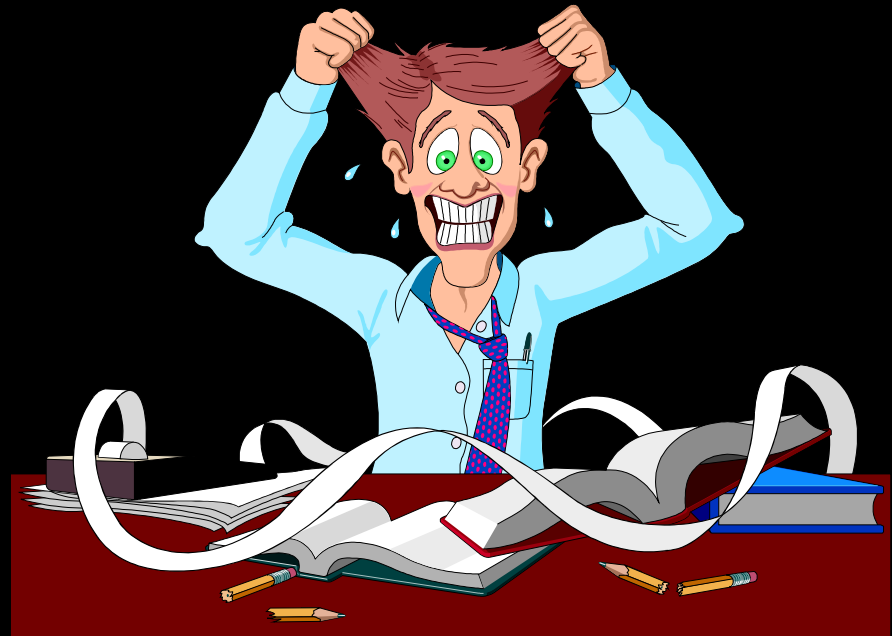
Organizational Effectiveness Results

CUSTOMER FOCUSED RESULTS - 7.1

**Have you surveyed
your customers?**



FINANCIAL AND MARKET RESULTS - 7.2



HUMAN RESOURCE RESULTS - 7.3



Are your internal customers satisfied?

SUPPLIER AND PARTNER RESULTS - 7.4

Use of IMPAC Visa Card



Contractors



**Union
Partnership**

ORGANIZATIONAL EFFECTIVENESS RESULTS - 7.5



APPROACH - DEPLOYMENT - RESULTS

WHAT DOES IT MEAN?

Approach: Refers to how you address the item requirement -- the *method(s) used*

Deployment: Refers to the *extent* to which your approach is *applied* to all requirements of the item

Results: Refers to *outcomes* in achieving the purposes given in the item



**RELATING APIC
TO EEO**

Leadership Involvement

Customer Focused

**Key Support
Processes**

Provides Strategic Outlook

Includes Work Force Info & Data

Provides H/R Focus

Tracks Results

LEADERSHIP INVOLVEMENT



Strength: Conducting EEO meetings with commanders, Chief of Staff, and directors to set direction for the EEO climate of the installation



CUSTOMER FOCUSED

Strength: EEO office conducted an EEO climate survey to determine customer satisfaction and/or dissatisfaction. Results were analyzed and deployed to managers for consideration

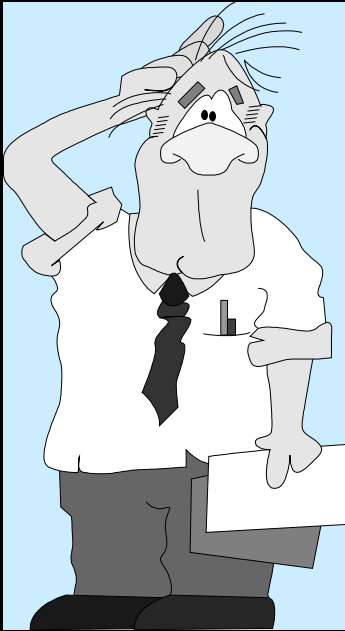


KEY

SUPPORT

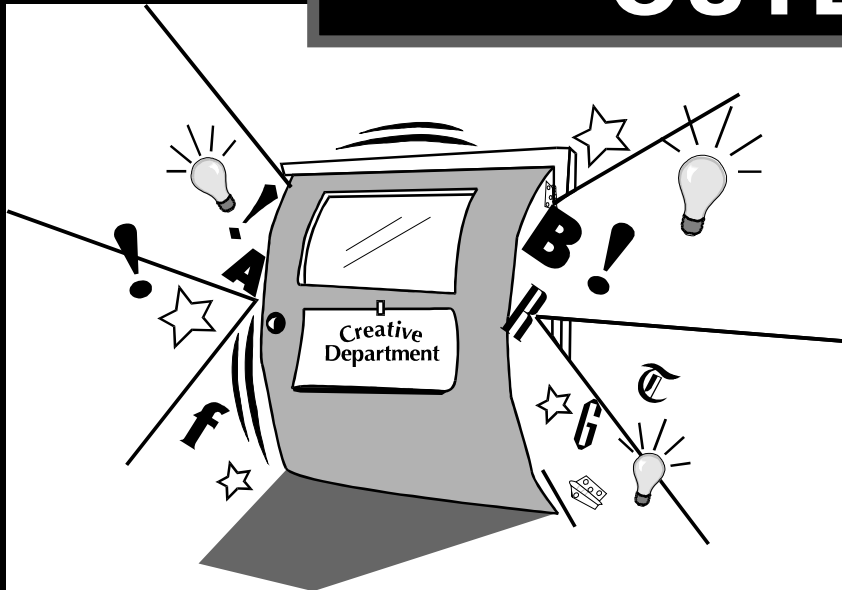
PROCESSES

IDENTIFIED



Strength: Installation has a Supervisor's/Manager's Guide to the Affirmative Employment Program (AEP). Process includes implementing AEP goals, establishing objectives, and measuring standards of performance.

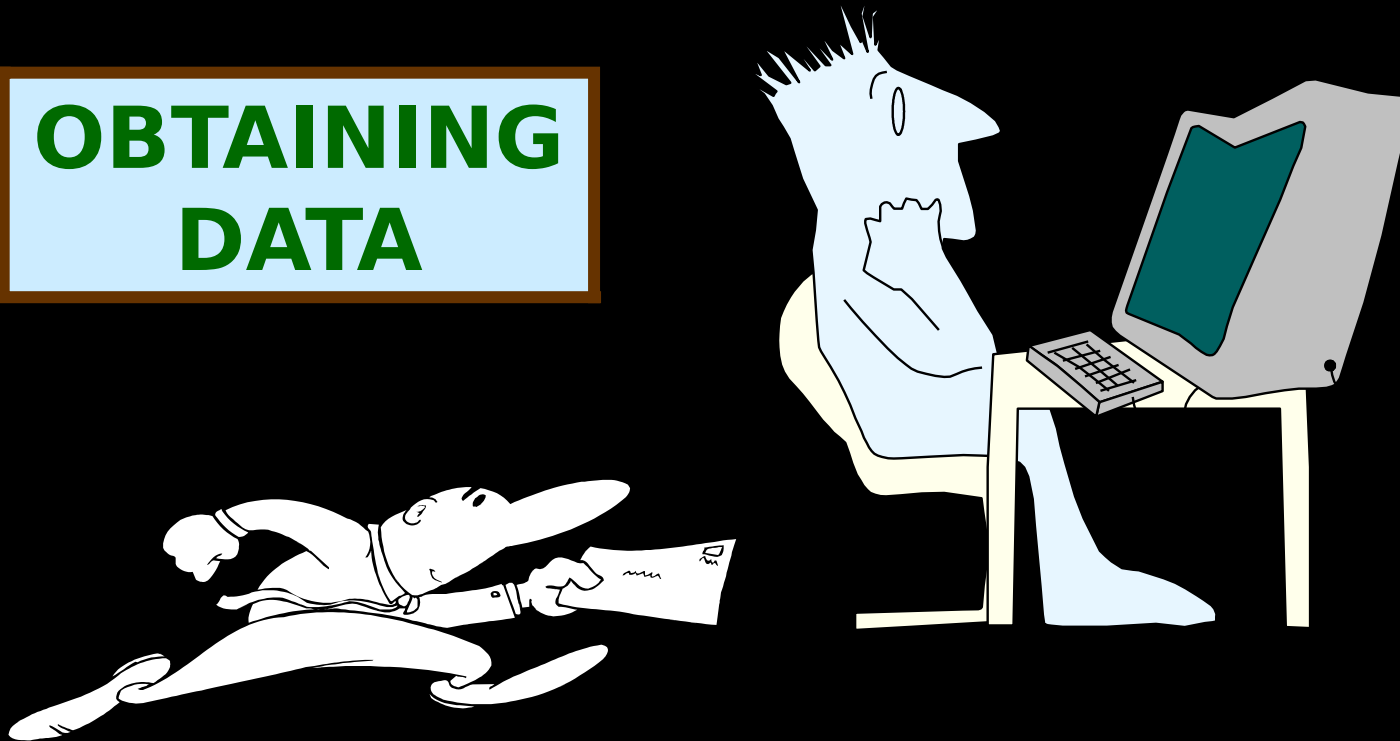
STRATEGIC OUTLOOK



**As a
minimum,
have vision
and mission
statement**

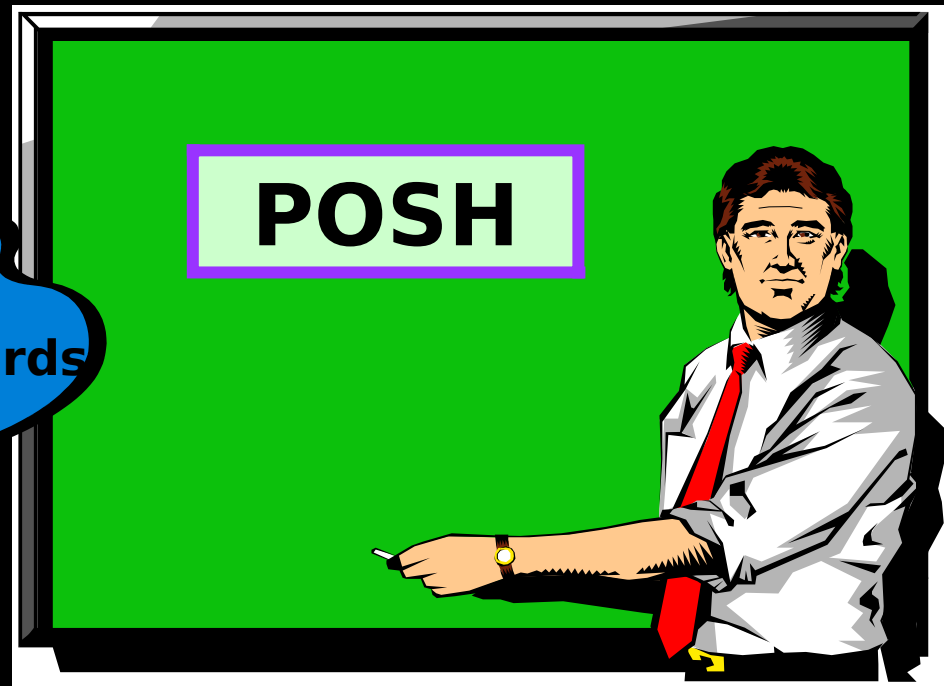
Strength: As part of affirmative employment planning, EEO office works with managers (customers) to identify areas (key business drivers) for improvement, develops objectives (short-term), and states what actions could be taken to try and alleviate the problem(s). Six months later measures progress.

OBTAINING DATA



Strength: System in place to obtain work force and complaint data. Data is analyzed and deployed to customers for evaluation and use.

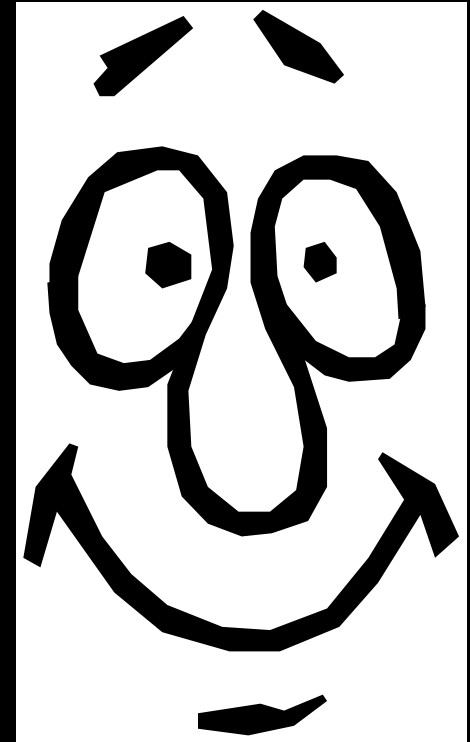
HUMAN RESOURCE FOCUS



Strength: POSH training is being conducted by managers and supervisors. Feedback has been positive from employees.



RESULTS!!!



Strength: Trends over the last three years show an increase for Hispanics and Asians for GS 9-12 grade groups

APIC IN A NUTSHELL!!

WHAT do you do?

WHO do you do it for?

WHY do you do it?

HOW WELL do you do it?

How can you do it
BETTER?



DON'T JUST DO IT -- DO IT RIGHT

Bottom Line

Have a strategic focus

Identify key processes

Focus on customers

Show results

**Information obtained from the
FY 99 version of the Army
Performance Improvement
Criteria (APIC)**

**Every slide
contains note
pages critical to
understanding
each area of APIC**

